

Minutes Auckland Transport Board meeting (Open session)

Date: 28 March 2023
Time: 9:00am – 11:45am
Venue: Auckland Transport, 20 Viaduct Harbour (1.04) | MS Teams

Directors: Wayne Donnelly, Acting Chair
 Abbie Reynolds
 Kylie Clegg
 Mark Darrow
 Darren Linton
 Nicole Rosie
 Councillor Andrew Baker
 Councillor Mike Lee

Board Intern: Isabella Horrocks

Executive Leadership Team Members and Management: Mark Lambert, Interim Chief Executive
 Andrew Downie, Governance Lead
 Natalie Marshall, Board Secretary
 Jenny Chetwynd, Executive General Manager, Planning & Investment
 Murray Burt, Interim Executive General Manager, Integrated Networks
 Roger Jones, Executive General Manager, Business Technology
 Rodger Murphy, Executive General Manager, Risk & Assurance
 Stacey van der Putten, Executive General Manager, Safety
 Mark Laing, Executive General Manager, Finance
 Andrew Allen, Executive General Manager Service Delivery
 Hamish Glenn, Head of Transport Policy
 Andrew McGill, Head of Integrated Network Planning
 Hamish Bunn, General Manager Investment Planning and Policy
 Luke Elliot, Principal Planner – Rapid Transport Network
 Alastair Lovell, Owner Interface Manager, Integrated Corridor
 Lorraine Stone, Principal Transport Planner
 Chris Watson, Group Manager Investment Development
 Daniel Newcombe, Project Development Director
 Christian Messelyn, Group Manager Public Transport Development
 Andrew Hayton, Harbourmaster
 Darek Koper, Group Manager Metro Services
 Melissa Song, Head of Insights and Optimisation

External presenters: Gary Brown, Hibiscus and Bays Local Board Chair
 Julia Parfitt, Hibiscus and Bays Local Board Deputy Chair
 Dean Barker, Murrays Bay Sailing Club
 Paul Dean, Murrays Bay Ratepayers Association

**Members of the
public:**

Geoff Cooper, General Manager Strategy, Infrastructure
Commission
Dean Kimpton
Philippa Mcneale
Geoff Upson



Item	Topic	Responsible
1.	<p>Welcome/Acknowledgements</p> <p>The Acting Chair welcomed participants to the meeting.</p>	
2.	<p>Opening Karakia</p> <p>The Acting Chair led the opening Karakia.</p>	
3.	<p>Apologies</p> <p>None noted.</p>	
4.	<p>Update from the Chair</p> <p>The Acting Chair welcomed Dean Kimpton, who was observing the meeting and would commence the role of Chief Executive (CE) of Auckland Transport (AT) on 1 April 2023.</p> <p>The Acting Chair noted that this would be the last board meeting for Mark Lambert in the role of Interim CE. He acknowledged the Interim CE's leadership and dedication through a challenging environment which included the closure of rail lines, a changing political situation and extreme weather events.</p>	
5.	<p>Late Items for General Business</p> <p>There were no late items requested.</p>	
6.	<p>Interest Register - Declarations/Conflicts</p> <p>No conflicts or interested were noted.</p>	
7.	<p>Approval of Draft Open Session Minutes – 28 February 2023</p> <p>The AT Board (board) approved the minutes from the meeting held on 28 February 2023.</p>	
8.	<p>Action Register</p> <p>The action register was not discussed.</p>	
<i>Statements from Members of the Public</i>		



Item	Topic	Responsible
9.	<p>Hibiscus and Bays Local Board - Support for Whangaparāoa bus interchange</p> <p>Mr Brown and Ms Parfitt presented a request from the Hibiscus and Bays local boards for funding of the Whangaparāoa Bus facility. They emphasised the importance of funding the interchange from the commencement of the O Mahurangi - Penlink project, to build a fast, reliable public transport (PT) solution and support changing commuting patterns on the new route.</p> <p>The Acting Chair requested an update on the O Mahurangi - Penlink project to come back to the board. He noted that while the Whangaparāoa interchange is a priority, it is planned but currently unfunded.</p> <p>Action items: 2023Mar01: Present an update on the O Mahurangi – Penlink project to the board including details of the Whangaparāoa bus interchange.</p>	EGM Integrated Networks
10.	<p>Murrays Bay Rate Payers Association and Sailing Club - Safe crossing on Beach Road</p> <p>Mr Barker and Mr Dean presented safety concerns relating to road crossing in Murrays Bay. They stated that an accident is likely with the high volumes of traffic descending towards Murrays Bay from both directions and with limited visibility. They requested that AT research re-establishing safe speed colourisation and a raised crossing on Beach Road.</p> <p>The board received the statement from Mr Barker and Mr Dean.</p>	
<i>Standing items</i>		
11.	<p>Chief Executive Open Business Report</p> <p>The Interim CE presented the business report for March 2023 and added the following comments:</p> <ul style="list-style-type: none"> • The first of the bus prioritisation trials has been launched. • Bus driver shortages are reducing each week. • Ferry services have recovered best of all PT services. • The transportation industry has pushed for the Minister to urgently investigate options to mitigate driver and crew shortages, such as reviewing immigration settings. There are 300 applicants currently undergoing immigration procedures. 	



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	<ul style="list-style-type: none"> • AT reached capacity on some services on the network in March 2023. Capacity is being monitored on a weekly and daily basis and AT is moving to respond on a real-time basis. It is a lot harder to manage capacity on ferry services. • The requirement for 2,228 bus drivers represents the number required to return to a full complement to deliver current timetables. <p>The board discussed the following matters:</p> <ul style="list-style-type: none"> • The level of frequency of ferry services to Waiheke Island has reduced. • Further clarification of data around cycling figures would be helpful. • KiwiRail does not seem to fully consider the impact on AT customers when fixing the railway lines. It would be helpful to see the impact of certain cancelled morning train services on commuting times. Management should challenge KiwiRail on some of the flow-on impacts using data. • AT will need to acquire more people who travel less frequently on the network, and the board is interested in seeing the strategy for this. The 'Give it a Go' PT trial appears to be successful in acquiring new customers. <p>The Acting EGM Integrated Networks noted that a slip delayed the KiwiRail Rail Network Rebuild progression from phase one to phase two which resulted in negative customer feedback. He advised that additional services have now been established.</p> <p>The EGM Customer Experience (CX) advised that there has been a significant increase in users downloading the AT mobile application (app), and the CX team has a target for 400,000 active users by June 2023 and is looking to improve user experience. She noted that people are using the AT mobile app as a critical part of journey planning, and the usefulness rating for updates and notifications is around 92 percent.</p> <p>The board received the Chief Executive's report.</p>	
12.	<p>Business Report – Monthly Transport Indicators</p> <p>Ms Salter presented the business report and noted the following matters:</p> <ul style="list-style-type: none"> • Total PT boardings are on track to meet the Statement of Intent (SOI) target, but management anticipate the continuing KiwiRail track maintenance work will have an impact on these measures in future. • The significant weather events of early 2023 has impacted the asset maintenance and renewal programme. 	



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	<ul style="list-style-type: none"> AT is still not meeting safety targets for Auckland roads. <p>Ms Clegg expressed surprise that only 5.74km of a targeted 17.1km of cycleways have been delivered as part of Project Wave. She requested further detail to understand the situation and whether AT will reach the target.</p> <p>The Interim EGM Integrated Networks advised that cycling is one of a number of projects that management is progressing and added that many of the projects which will enable AT to deliver cycling more simply cost-efficiently are still in the design phase.</p> <p>Councillor Baker queried how AT plans to manage the risk of failing infrastructure.</p> <p>The Interim EGM Integrated Networks noted that the renewals programme is expected to slow due to the focus on recovery following the extreme weather events. He added that with the reprioritisation of the budget, management should be able to get into a much better position, with the asset management plan and ten-year forward plan looking at bringing back balance. He added that it will require commitment to raise expenditure year on year.</p> <p>Mr Darrow commented that the roads are degrading and AT should be prioritising spend to at least keep the assets that it already has.</p> <p>Ms Reynolds added her concern around the impacts of weather events and advised that AT needs to build capacity to respond to an increasingly unpredictable future.</p> <p>The Interim EGM Integrated Networks advised that work is underway to build adaptation and resilience into the network, and these costs will start to be built into the programme of work for the asset management plan. He emphasised that looking after current assets should be an important budgeting consideration, but there will be trade-offs in other areas of capital delivery.</p> <p>The board received the report.</p>	
13.	<p>Unlocking Transport Funding and Revenue</p> <p>The EGM Planning and Investment introduced Mr Cooper from the New Zealand (NZ) Infrastructure Commission and noted current conversations around how NZ funds infrastructure that supports growth.</p>	



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	<p>Mr Cooper presented to the board and highlighted the following matters:</p> <ul style="list-style-type: none"> • Transport is part of critical infrastructure which can lead to cascading problems if it fails. • A series of steps are required across the infrastructure system to streamline delivery and better utilise existing infrastructure. • The macroeconomic and local environment is characterised by high inflation, cost-of-living constraints, significant supply-side constraints and fiscal consolidation. • Funding tools do not adjust well to a high inflationary environment in the transport sector. • The transportation sector has a substantial number of objectives including road to zero, decarbonisation, resilience, climate change adaptation and affordable housing. • Around sixty cents of every dollar that is spent on infrastructure should be spent on maintenance, however the status quo is currently well below that, which is concerning. • Transport funding and delivery is complex, with the following prominent features: <ul style="list-style-type: none"> ○ Prices for transport services are rigid, with some written into legislation which have not been reviewed in 20 years. ○ A national hypothecated system with greater reliance on centralised funds and proliferation of those funds. ○ NZ generally acquires land on a just-in-time basis which increases the price paid. The role of land in corridor protection is significant. ○ Targets are prioritised before funding is secured. • The Infrastructure Commission is working to get a clear picture of NZ's infrastructure pipeline to increase certainty and market competition. <p>Ms Reynolds queried whether the analysis from the Infrastructure Commission is incorporated into the Joint Transport Plan, particularly for problem definition. The EGM Planning and Investment advised that some of it is included in the Joint Transport Plan, but more could be included.</p> <p>Mr Cooper added the following comments in response to questions from the board:</p> <ul style="list-style-type: none"> • It is difficult to manage the transportation system because there is insufficient real-time information. Singapore utilised real-time information to introduce a congestion charge, which was reduced during the COVID-19 pandemic to encourage people to travel into the city. A demand-side element creates a buffer and can help with flexibility around inflation. 	



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	<ul style="list-style-type: none"> The industry does not have much control over insurance retreat and companies can pull out quickly when they see high risks. More thinking around approach to risk is required across the infrastructure sector. <p>Mr Glenn advised that there is work underway to look at priority areas for AT, and that he will bring the list and advocacy plan to the board around mid-year 2023.</p> <p>The Acting Chair thanked Mr Cooper for the presentation.</p> <p>The board:</p> <ol style="list-style-type: none"> Noted the key challenges for AT in funding and financing transport infrastructure. Noted the direction in the Letter of Expectation for the Statement of Intent 2023 – 2026 (the letter of expectation) that AT: <ol style="list-style-type: none"> Looks at opportunities to increase external income and reduce reliance on rates funding. Supports Auckland Council (AC) in seeking from central government a more flexible and efficient project funding assessment regime tailored to Auckland’s specific challenges. Noted that management will identify opportunities for government legislative, regulatory and policy setting changes which may be prioritised for reform to increase transport revenue and address the challenges of funding transport operations and investment. <p>Moved: Kylie Clegg, Abbie Mark Darrow.</p> <p>Carried.</p>	
Items for Approval		
14.	<p>Regional Public Transport Plan - strategic direction</p> <p>The EGM Planning and Investment introduced the paper and noted that it detailed areas for strategic direction from AC, which had been discussed at AC’s Transport and Infrastructure Committee (TIC).</p> <p>Mr McGill added that members of the TIC workshop were comfortable with the goals and direction of the plan, including the immediate and short-term focus. He added that the TIC requested more information around options</p>	



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	<p>for investment, which AT will present back to them. He added that the strategic direction comprises three components, and each option will lead to a significant increase in service levels to areas of high deprivation.</p> <p>The Acting Chair noted that AT cannot afford to wait for a comprehensive plan for the recovery of PT, and that there may be a need for targeted and agile approach for growth over the next 6-12 month. The Acting Chair expressed his comfort with the paper but flagged that PT will need to be viewed as a spearhead for many other outcomes that Auckland is needing short-term.</p> <p>Ms Horrocks expressed disappointment at the absence of an option which focuses specifically on areas of high deprivation. She queried what it would take to conduct further modelling on this, as there is a big social return on investing in high-deprivation areas.</p> <p>Mr Elliot advised that the approach had been to focus on the priority areas for AC. He added that there will be a significant improvement on performance in areas of high deprivation, however there is a lack of scope for extra investment there with the remaining services.</p> <p>The Acting Chair advised that management should approach the question in a different way to probe consideration into who should pay, and whether it should be road users or another source. He added that it would be helpful to consider the cost of supplies compared to the value to the recipient, which should consider the areas that are already well served.</p> <p>Ms Reynolds noted that the Design and Delivery Committee (DDC) queried how this work is sitting alongside the equity framework. Mr McGill advised that work on the equity framework had been paused due to staffing shortages, with a focus on areas with closer deadlines.</p> <p>The board:</p> <ul style="list-style-type: none"> a) Recommended the proposed strategic direction for the Regional Public Transport Plan (RPTP) to AC's TIC for guidance and feedback. <p>Moved: Kylie Clegg, Mark Darrow.</p> <p>Carried.</p>	



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15.	<p>Supporting Growth Alliance Warkworth Strategic Transport Network and next steps</p> <p>The EGM Planning and Investment presented the report and noted the following matters:</p> <ul style="list-style-type: none"> • A deep dive conversation was held at the February 2023 DDC meeting, with the team presenting the nature and rationale of investment, including the importance of early route protection. Some questions were raised during the DDC meeting which are addressed in this report. <p>Mr Lovell provided the following update:</p> <ul style="list-style-type: none"> • There has been a high level of engagement in Warkworth, and the Supporting Growth Alliance team have met with approximately half of all landowners to date. • Support from the community has been largely positive with some concerns raised around the north-eastern segment of the network. • The team has worked with AC on the future development plan and there are unlikely to be any changes to boundaries in Warkworth. <p>The Acting Chair reflected on the long path to get to this point, and the importance of protecting land for corridors. He acknowledged that this project is landing at a time when AT is financially constrained.</p> <p>Mr Lovell advised that there would be 13 full land acquisitions, with other partial or temporary acquisitions.</p> <p>The board:</p> <ol style="list-style-type: none"> Endorsed the Warkworth Detailed Business Case (DBC) which recommends the Strategic Transport Network required to support future urban growth areas in Warkworth. Endorsed the recommended route protection strategy for the Strategic Transport Network. Approved the release of \$5.6 million for post lodgement activities associated with route protection (lodging AT's Notices of Requirement (NoRs)), subject to Waka Kotahi NZ Transport Agency (Waka Kotahi) Board approval of the DBC and funding contribution. Noted the early property acquisition risk from lodgement of the NoRs is estimated at \$38 million (P50 escalated) over the remaining Regional Land Transport Plan (RLTP) period to 2030/31 and only \$6 million is currently allocated for the Western Link Road. 	



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	<p>Moved: Abbie Reynolds, Mark Darrow.</p> <p>Carried.</p>	
<i>Items for Noting</i>		
16.	<p>Council submissions – input and AT perspective</p> <p>The EGM Planning & Investment introduced the report and noted that there had been a conversation at the March 2023 DDC meeting around resource management and local government reform, with a presentation from Megan Tyler, Chief of Strategy at AC.</p> <p>The board noted its desire to work constructively with the TIC on submissions in what is an increasingly complex decision-making environment.</p> <p>The board noted the update on AT’s input into Council submissions to Government.</p> <p>Moved: Abbie Reynolds, Mark Darrow.</p> <p>Carried.</p>	
17.	<p>Waitematā Harbour Connections</p> <p>The EGM Planning and Investment provided an update on the Waitematā Harbour Connections project.</p> <p>Mr Darrow reflected on the disconnect between AT and the Auckland Light Rail (ALR) project, and emphasised the need to improve communications.</p> <p>Ms Rosie noted that the second harbour crossing is significantly more complicated than the ALR project, with additional options tabled at the request of the Minister of Transport which made consultation more difficult.</p> <p>Ms Reynolds acknowledged the communication and reputational risk around the project and emphasised the importance of communicating a narrative well.</p> <p>The board:</p>	



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	<p>a) Noted that the Waitematā Harbour Connections (WHC) project is about to undertake significant community and stakeholder engagement on options for new harbour crossings, as well as alignments for a new North Shore rapid transit system.</p> <p>b) Noted that these options each have potential to contribute significantly to Auckland Transport's (AT's) strategic objectives and regional transport outcomes for decades to come and AT has significant interests and multiple roles in the eventual project.</p> <p>c) Noted that, although expected to be primarily funded by Central Government, these options will also have substantial financial, operational and asset implications for AT (e.g. costs for ongoing public transport operations, new local network connections for public transport, active modes and traffic, etc.).</p> <p>d) Noted that feedback on the options is being provided by AT specialists, representatives on the WHC Project Steering Group and from the Design and Delivery Committee (committee) and that the emerging preferred option is expected to be brought to the board at its May 2023 meeting for endorsement ahead of the completion of the business case.</p> <p>Moved: Mark Darrow, Kylie Clegg. Carried.</p>	
18.	<p>Safety Business Report</p> <p>The EGM Safety introduced Ms Song and acknowledged her influence on consolidating safety reporting, having taken on feedback around understanding trends and further investing in data.</p> <p>The EGM Safety provided the following update:</p> <ul style="list-style-type: none"> • The new MPower safety leadership programme has been launched. • The Executive Leadership Team (ELT) has completed the first of its ongoing programme of safety leadership walks. • A review of the Bradley Curve measure is expected to commence in late April 2023, with an update by June 2023. • A workshop with the TIC on Katoa, Ka Ora has been scheduled for April 2023 and this will be followed by a formal report at the April 2023 TIC meeting on the topic. • The safety business report dashboard includes a more detailed breakdown of data, and more understanding around violence, threats and aggression. 	



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	<p>The Acting Chair welcomed the breakdown by ward, particularly as AT is increasing engagement with local boards with a focus on meeting broader expectations of communities and transport needs.</p> <p>The board discussed the following matters:</p> <ul style="list-style-type: none"> • Leadership Safety walks help demonstrate that safety is embedded into the culture of the organisation. • Implications on the Road to Zero programme of a recent refocus by central government for road safety on the 1% of roads classified as most dangerous. • That the next tranche of speed limit changes presented an opportunity for a different approach in terms of consultation with communities on proposed changes. • Violence, threats and aggression is one of the largest safety risks on the network. There is a critical link between AT reputation and the safety of AT people. • There are physical and automated controls that can be used as an alternative to soft measures to reduce the risk to AT employees. The board would like to understand what controls could be used, and what is stopping management from moving to physical controls. • It would be useful to understand the current hierarchy around consultation with communities and how AT manages this process, as it is usually the people that are not happy who respond during consultation. <p>The EGM Safety added the following comments:</p> <ul style="list-style-type: none"> • There is a direct correlation between what is articulated in the media about AT and violence, threats and aggression towards AT staff. • The safety programme is legislative so there is a set timeframe for completion. The approach taken by management is to work with local boards, and management has received substantial feedback from mana whenua and maata waka. <p>Councillor Baker made the following comments on the speed management plan:</p> <ul style="list-style-type: none"> • AT should change its approach on how it listens to the public and local boards. • The focus of management should be on the potential cause of crashes and the reality of the fatalities. <p>Ms Rosie advised that quantitative studies within NZ show that 70 to 80 percent of incidents involved people driving within the existing speed limits. She added that it is important for the board to understand this and the</p>	



Item	Topic	Responsible
	<p>misinformation that exists and suggested a presentation to directors by Fabian Marsh, an international expert on road safety, to be arranged for a future meeting.</p> <p>The board received the report.</p> <p>Action items:</p> <p>2023Mar02: Present a list to the board on the potential high order controls that could be implemented to eliminate safety risks to AT employees.</p>	EGM Safety
19.	<p>Harbourmaster Update</p> <p>The EGM Service Delivery introduced the Harbourmaster and advised the board that Harbourmaster updates will be included in CE report going forward.</p> <p>The Harbourmaster provided an update to the board and highlighted the following matters:</p> <ul style="list-style-type: none"> • The NZ Port and Harbour Marine Safety Code (the code) is a national guideline which sets the standard for how to operate a harbour. • Every four years a peer review panel determines if a harbour is consistent with the code. The latest review was conducted in December 2022, and found that Auckland’s Safety Management Systems were consistent with the code. • The Harbourmaster’s office also conducts self-audits every six months and engages in peer reviews with other ports of Auckland, with part of the focus on building relationships with stakeholders. • The Harbourmaster’s jurisdiction is expansive, including up to Te Arai point, 12 miles beyond Great Barrier Island, and the southern half of the Kaipara area. <p>Ms Reynolds noted that AT should investigate options and develop a forward plan to manage abandoned vessels.</p> <p>The Harbourmaster added the following comments:</p> <ul style="list-style-type: none"> • Abandoned vessels are a burden to AT and ratepayers of Auckland and is a problem that is increasing internationally. 	



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	<ul style="list-style-type: none"> • Many of the deteriorating boats were homemade in the 1960s and are coming to the end of their viable life. There is no insurance coverage for boats in NZ, and by the end of the life the boats are worth almost nothing, resulting in their abandonment at the expense of the Harbourmaster. • If a boat sinks, then divers and cranes are required to recover the vessel. The Harbourmaster's office recycles what it can, but it typically costs a minimum of \$3,000 to dispose of the boats, and sometimes over \$100,000 if a large boat sinks. • It is challenging to recover any of these costs without a vessel ownership registration scheme in effect. • It would be difficult to start a registration programme for vessels as there are over 120,000 recreational boats in Auckland. There is an additional cultural component around the freedom associated with boating in NZ. <p>Councillor Lee queried how the role of the Harbourmaster intersects with other ferry operations, and cited occasions where it is alleged that cruise ships have delayed the departure of ferries.</p> <p>The Harbourmaster provided the following response:</p> <ul style="list-style-type: none"> • The Harbourmaster enforces exclusion times, and all manoeuvring equipment must be off by 6.30am. Weekend exclusion times have also been introduced. • There has been one case of a vessel breaching Harbourmaster direction to a significant extent this season. • Ports of Auckland is working closely with Auckland Unlimited which manages all cruise vessel visits, to ensure that vessels will not breach the direction of the Harbourmaster going forward. <p>The board received the Harbourmaster's Update.</p> <p>The meeting closed at 11:45am.</p>	
<p>Next meeting: Tuesday 30 May 2023</p>		

Item	Items attached for noting (no discussion)	Responsible

